

Conflict Management

Consideration of Others



Conflict Management

- ⦿ What is the definition of CONFLICT?
 - ▮ Originally defined as “striking at another”, “to fight with the enemy or do battle with opposing forces”.
 - ▮ Later meanings included “being antagonistic”, or “a clash between contradictory impulses between individuals.”

Conflict Management

☼ Some of conflicts in my lifetime:

- ▮ '48-'49: Israeli-Arab War, also '67 & '73
- ▮ Korea: '50-'53
- ▮ Vietnam: '61- '75
- ▮ India - Pakistan (Bangladesh) War: '71
- ▮ Soviet occupation of Afghanistan: '79-'89
- ▮ Iran - Iraq War: '80-'88
- ▮ Falkland Island War: '83

Conflict Management

- ☼ Grenada invasion - '83
- ▮ Iran-contra affair-Khomeini/Shah/Ollie N
- ▮ Panama invasion - '89 (Noriega)
- ▮ South Africa-Namibia, etc 1 1/2 M killed
- ▮ Indonesia-E. Timor, Suharto killed 700,000
- ▮ Cambodia-Pol Pot & Khmer Rouge
- ▮ Philippines-Ferdinand Marcos: '72
- ▮ Iraq-Hussein: crushed Shi'ites & Kurds

Conflict Management

- ☼ Libya: COL Gaddafi - Marine barracks Leb
- ▮ Uganda: Idi Amin '71-'79, Entebbe
- ▮ Romania: Nicolae Ceausescu
- ▮ Rwanda: '94, almost one million killed
- ▮ Somalia: Hassan vs Aideed, 300 K dead
- ▮ Angola: 70 K amputees, 17 K < 15 years old
- ▮ North vs South Korea - DMZ violations, tree

Conflict Management

- ⚙ Chinese - Tiananmen Sq: '89 - 158 still in jail
- ▮ Haiti: '84 - Uphold Democracy - Aristide
- ▮ U.S. vs Cuba - Bay of Pigs
- ▮ Sri Lanka - Tamil vs Sinhalese
- ▮ Munich '72 - 11 Israeli athletes killed
- ▮ Nicaragua vs United States - Somoza
- ▮ South Africa - apartheid
- ▮ Unification of East/West Germany

Terrorism & the U.S

- ▯ 10/83 - Bombing of Beirut Marine Barracks
- ▯ 12/88 - Pan Am Fl 103, Lockerbie, Scotland
- ▯ 8/92 - Ruby Ridge, ID Mother, son, and U.S. Marshall killed: while separatism, relig mil
- ▯ 3/96 - Montana Freeman - rejected federal and state authority
- ▯ 2/93 - Br Davidians, 69 died, 51 day siege

Terrorism & the U.S.

- ☼ 1/93 - Pakistani national kills 2, wounds 3 outside CIA HQ at Langley, VA
- ▮ 2/93 - World Trade Center - Islamic Fundamentalists kill 6, injure 1050
- ▮ 4/95 - Oklahoma City Federal Bldg - Tim McVeigh killed 168
- ▮ 7/97 - Olympic Cent. Park, 2 dead, 110 hurt

Conflict Management

- ▮ Poland & Solidarity - Lech Walensa
- ▮ East & West German unification
- ▮ Former USSR - Georgia/Chechnya, etc.
- ▮ India vs Pakistan - nuclear explosions
- ▮ Greek vs Turkish Cypriots since '7 4
- ▮ Ireland: IRA & Sinn Fein
- ▮ Former Yugoslavia -
Bosnians/Serbs/Croat

Conflict Management

☼ Local conflicts

- ▮ State - funding priorities
- ▮ County - population control
- ▮ City - school problems
- ▮ APG - downsizing problems
- ▮ CHPPM - building inadequacies
- ▮ DEDS - deployments



The Nature of Conflict

- ▮ Conflict inevitable when together for time
- ▮ Different people will have different viewpoints, ideas, and opinions
- ▮ Occurs when no internal harmony within a person, or whenever there is a dispute between individuals
- ▮ When you hear conflict, what kind of picture comes to mind?

Negative Connotations

(Associated with Conflict Situations)

- ⊗ Getting angry is a waste of time
 - ▢ They won't understand me
 - ▢ I'm afraid of the consequences
 - ▢ Confrontation is unprofessional
 - ▢ They will only counter my argument

Levels of Conflict

- ⦿ **Intrapersonal conflict** - experience that takes place within the individual.
 - ▮ Occurs when there is a disagreement between how a person feels about their behavior versus how they really act.
 - ▮ E.G. A soldier who feels guilty about telling sexual or ethnic jokes but vigorously participates when friends are around.

Levels of Conflict

- ▮ **Interpersonal conflict** - Experiences between individuals in the same location, e.g. coworkers, roommates, team members.
- ▮ Exists whenever people interact or come together to accomplish a common goal.
- ▮ Their background, personality and experiences being different may make attainment of the goal quite difficult.

Levels of Conflict

- ▮ **Intragroup conflict** - Conflict between groups in the same organization/command
- ▮ Occurs whenever there is contact or interaction between groups.
- ▮ Sources of conflict = issues of group cohesion, “sticking together”, leadership and status, power or influence, and lack of or limited resources.



Sources of Conflict

- ▮ Different values and beliefs
- ▮ Role pressure or clarification
- ▮ Perception differences
- ▮ Diverse goals or objectives
- ▮ Group status or identity
- ▮ Race, ethnicity, or gender differences

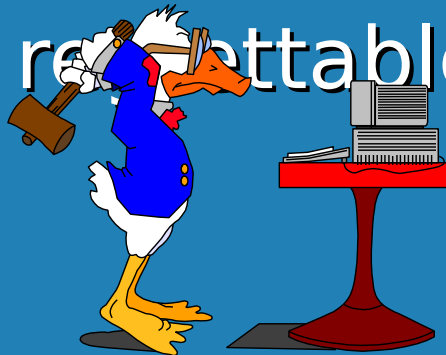


Sources of Conflict

- ▮ Personality clash
- ▮ Competition for limited resources
- ▮ Disagreement on how things done
- ▮ Personal, self, or group interest
- ▮ Tension and stress
- ▮ Power and influence
- ▮ Examples of above from own experiences?

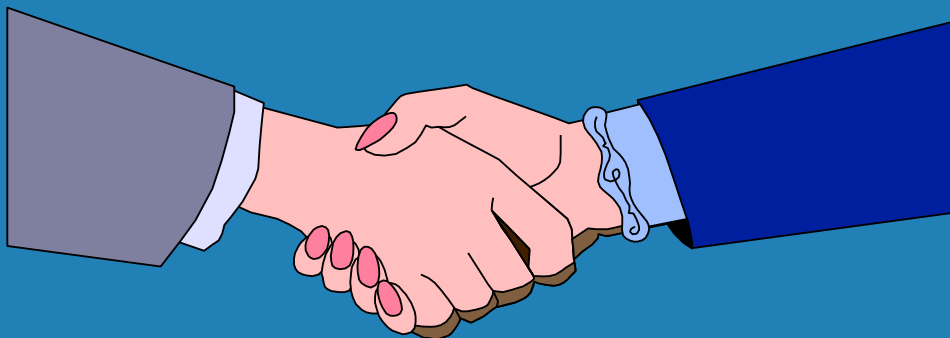
Negative Factors of Conflict

- ▮ Diverts attention from important issues
- ▮ May damage morale
- ▮ May cause polarization
- ▮ Reinforces differences in values
- ▮ Produces regrettable behaviors



Positive Factors of Conflict

- ▮ Stimulates interest
- ▮ Forum for discussions
- ▮ Increases cohesiveness
- ▮ Promotes change
- ▮ Provides means to work together



Methods of Managing Conflict

- Denial or Avoidance
- Suppression
- Power or Dominance
- Third Party Intervention
- Compromise or Negotiation
- Integration or Collaboration

